

## STRATEGIC EXECUTIVE BOARD

26 July 2018

### **PRESENT:**

Arfon Jones, Police and Crime Commissioner  
Ann Griffith, Deputy Police and Crime Commissioner  
Stephen Hughes, Chief Executive, OPCC  
Kate Jackson, Chief Finance Officer, OPCC  
Mark Polin, Chief Constable  
Richard Debicki, Assistant Chief Constable  
Guto Edwards, Head of Finance (Assistant Director)  
John Smith, Deputy Head of People & Organisational Development  
T/Ch Superintendent Alex Goss, Corporate Services  
Dave Jolly T/Supt Custody and Community Safety  
Stephen Roberts, Head of Facilities  
T/Chief Inspector Andrew Griffiths, Force Audit & Inspection  
Dewi Williams, Management Accountant  
Gemma Jennings, Personal Assistant, OPCC

### **1 Apologies**

Deputy Chief Constable Gareth Pritchard  
T/Supt Sharon McCairn, Corporate Services

### **2 MINUTES**

The minutes of the meeting held on 17 April 2018 were agreed as a true record.

### **3 ACTIONS LOG**

The Action Log was updated as appropriate and all relevant actions closed - please see separate Actions Log.

### **4 FINANCE UPDATE**

The Head of Finance outlined the key points in the report circulated with the agenda.

The report covers the final figures for the 2017-18 budgets, the initial projections for 2018-19 and an outline of the planning cycle for 2019-20.

The Head of Finance explained that just over £10.5m was used on the Capital Programme and made a contribution of £500k towards the revenue reserves in line with last years projections.

The statements of accounts have been completed and sent to the auditors (no changes to the reserve position and will report back in September).

2017-18 Capital: 90% of the programme was completed in the year, the balances are to be carried forward to 2018-19. The planned use of reserves will reduce the usable reserves from £38m in 2017-18 to £19m by 2021-22.

Members of the board discussed the summary table within the report having one recommendation from Stephen Roberts, Head of Facilities to use £287k of the Estates Security and Maintenance Reserves which includes £70k to carry out the building works on the Force Headquarters reception foyer previously agreed.

The Police and Crime Commissioner approved the building works needed and asked the Chief Finance Officer to produce a decision notice on all priority works.

Action Action Log 326	Chief Finance Officer to produce a decision notice on all priority building works including the Force Headquarters maintenance.
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Confirmation received of the pay increase of 2% which is in line with our financial plan. The increase will need to be paid from either council tax increases or future savings.

The Chief Finance Officer noted that the underspend is broadly in line with the projections and the outturn within the report are consistent with the draft accounts. Big reductions on the reserves this year which we may need to replenish depending on the Estates and IT programmes.

Revenue Budgets 2018-2019 the current projection is for an under spend of £0.603m summarised within the report.

Current officer recruitment plans are 54 this year and 72 the following years with a total establishment of 1400. The budget allows for a buffer of 30 officers to ensure that actual numbers don't fall below establishment. The average over budget FTE for 2017-18 (17-18 already been so should this read 18/19?) is projected to be 29, increasing to 36 and then 39 in the following two years. At some point, assuming the numbers don't change, this will need to be corrected. You need to ask Guto or read his report to check this paragraph as it doesn't make sense at the moment. The Police and Crime Commissioner would like the number not to drop from 39.

The ONS Stats have recently been released and the Police and Crime Commissioner would like the Communications department to re visit this data by looking more in advance. The Chief Constable is also in agreement.

Action Action Log 327	Police and Crime Commissioner would like the Communications department to re visit the ONS data by looking more in advance.
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The Chief Finance Officer queried what the current stance is regarding Key Forensics. The Head of Finance advised that we have made provisions for the additional costs last year but no payment has yet been made to the Metropolitan Police Service. It was noted that the APCC have concerns that the costs are excessive and that we need to ensure this does not happen again. The Assistant Chief Constable noted that the OIP and DCU programmes are looking to make considerable cost savings for the Force. The Chief Constable advised that careful consideration needs to be thought of ahead of the newly appointed Chief Constable starting.

### **Capital Programme**

The Force are delivering two to three major projects this year firstly Wrexham DHQ and Custody, Control Room upgrade and Wrexham Library.

The Chief Constable raised concerns regarding Pwllheli police station. The estates team are trying to seek a new location outside of the flood zone which is proving quite difficult. Otherwise, we may need to stay where we are and refurbish.

In terms of forward planning for next year the priorities will be the OIP Programme and resetting the Capital Programme. Dates are being set in October and December for the Force to finalise proposals.

Action Action Log 329	Supt Alex Goss to Present OIP Findings ahead of the next SEB (Extraordinary meeting) in October.
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The Police and Crime Commissioner questioned the Social Value input and the Head of Finance advised that it would be a good idea to meet outside of this meeting with members from the Procurement department.

Action Action Log 330	Police and Crime Commissioner to meet with Guto Edwards and Patricia Strong regarding Social Value.
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### **4a PEOPLE AND ORGANISATIONAL DEVELOPMENT UPDATE**

The Police and Crime Commissioner congratulated the department for the detail and content included within the report.

The Deputy Head of People & Organisational Development highlighted the key points in the report circulated with the agenda.

Workforce Plans have been developed for all areas of the force and for the new Force Management Statements. The plans provide a rolling 5 year view of “Planned” and “Temporary” workforce strength requirements, along with predicted “Actual” staffing levels following predicted “Gains” and “Losses”.

The recruitment plans have been agreed as: 54 Police Constables, 12 PCSOs, 92 Special Constables, and 99 new staff to meet permanent demand, plus circa 28 to support temporary posts. The NPPF Constable to Sergeants Promotion Process was conducted in December and as a result there have been 30 successful NPPF candidates. There are 11 officers left in the Development Pool awaiting substantive Vacancies; with a possibility of needing another Constable to Sergeant Process before the end of 2018.

The NPPF Sergeants to Inspectors Promotion process was conducted in April/May 2018 as a result of the workforce planning data that reveals that in the next twelve months at least four substantive vacancies and at least four temporary vacancies will emerge at Inspector rank due to retirement profiles and temporary posting projections.

North Wales Police were successful in recruiting 31 female officers in 2017/18 increasing the proportional split to 35% female (527 female officers: an increase of 1% point).

The All Wales collaborative e-recruitment solution went live in July 2018. In less than 48hrs North Wales Police have received 303 applicants.

For the financial year up to 10 May 2018, although not a significant change, working days lost through sickness had increased by 29.8% (+515 working days).

Occupational Health Unit waiting times for physiotherapy and counselling appointments remain positive; 74% of individuals had their initial physiotherapy appointment within 7 days, and 71% had their initial counselling appointment within 7 days.

There were 17 critical incident debriefs arranged up to 14 May 2018 compared to 12 for the same period in 2017.

There were a total of 162 reports (A879 – near miss form) of an injury (on or off duty) or dangerous occurrence compared to 107 reports during the same time period in the previous year. The Police and Crime Commissioner wanted to note that he fully supports the use of spit hoods to protect our officers due to reading there has been a higher number of spitting incidents reported.

The draft external training plan for 2018/19 was presented at the Workforce Planning Board on the 26th February 2018 to discuss the financial implications and proposals for budget control. This is monitored on a quarterly basis. The Force will be targeting Health and Well Being and Mental Health Training.

The Senior Leadership Development day on 10th May brought together 25 Senior Leaders in the organisation and focused on the colour profiling and how this influences leadership and team dynamics.

The Deputy Police and Crime Commissioner praised the information included within the report and asked a number of questions surrounding the executive summary including the recruitment of female officers, standards of counselling for officers and staff and organised de-briefing sessions for councillors and whether writing to them is acceptable.

The Chief Executive Officer also praised the quality of the report but also raised concerns about the timeliness of the data within the report.

## **5 COLLABORATION UPDATE**

### **Niche/RMS**

In readiness for go-live of the merged platform, The Tri-Force Niche (TFN) Programme has produced a more detailed plan to support convergence of the three forces. The Plan remains on target. Go-live has two distinct stages:

1. Week beginning the 10th of September 18, a Merseyside / NWP merged platform will go live.
2. Week beginning the 8th of October 18, a Cheshire / Merseyside / NWP merged platform will go live.

Further meeting has been arranged on the 23<sup>rd</sup> August in Carmarthen for a high level discussion with Dyfed Powys to potentially be on the same platform.

### **Emergency Services - Prevent & Respond**

WAST are currently leading on a Joint Analytical Intelligence Hub either in South or North Wales.

The Assistant Chief Constable has a further meeting coming up with the Fire Service to discuss how they would like to take it forward from a Fire Service perspective. The Police and Crime Commissioner requested an update from the Assistant Chief Constable after the meeting.

Action Action Log 331	Assistant Chief Constable to update the Police and Crime Commissioner after meeting with the Fire Service.
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Chief Superintendent Alex Goss updated the members on the benefits and challenges of combining the intelligence databases in terms of quality assurance. An opportunity amalgamating the

databases across three forces is certainly positive for detecting Organised Crime Group's which will be significant to North Wales having access to regional and Merseyside's database's putting us in a good position operationally. Further down the line, looking at amalgamating the Intel Process Unit giving us opportunities to have joint staff across the regions inputting and sanitizing the information on the system. The Chief Constable noted that the intelligence received would escalate figures by at least twenty times which may require more resources.

## **All Wales**

An All Wales Collaboration event was held in North Wales on 12<sup>th</sup> and 13<sup>th</sup> June. It was agreed that Collaboration would re-focus. Chief Officers also agreed that devolution was no longer a priority that they could justify allocating resources to but acknowledged that discussions would continue between PCC's and Welsh Government.

Already significant progress has been made in recruitment with all Wales e-recruitment for police officers going live in South Wales on 25th June 2018 and in North Wales in mid-July.

South Wales and Gwent have formulated a digital services revision between both Forces which is quite well advanced at the moment, high level discussions have taken place to see whether any opportunities for North Wales Police to join.

## **6 PERFORMANCE UPDATE**

The Assistant Chief Constable highlighted the key points raised in the reports circulated within the agenda.

### **Domestic Abuse**

The Police and Crime Commissioner praised the positive report and noted that the Assistant Chief Constable's update to all staff on domestic violence in particular was excellent. The Commissioner advised a press release would be a good idea.

The Police and Crime Commissioner also noted to keep up the good work regarding DVPNs issued.

The Police and Crime Commissioner raised a question regarding outcome 16? The Assistant Chief Constable advised that this is when the victim withdraws support for prosecution. The Police and Crime Commissioner asked if the Force will be able to provide support information on DVPN's and DVPOs as an opportunity at perpetrator programmes. T/Supt Dave Jolly advised that when a DVPO is issued to the perpetrator there would be an informed conversation with him or her around changing their behaviours.

### **Modern Day Slavery**

The Police and Crime Commissioner advised that he feels the report doesn't include enough information regarding ongoing operations as the figures up to now show eight NRMs reported but the NCA figures for the first quarter were three. Looking at the NCA returns on NRMs this is a good

piece of information to include within the report because our NRMs are accounted for 40% of Wales NRMs. Record this as an action for the ACC please

Action Action Log 332	The Police and Crime Commissioner would like the Assistant Chief Constable to include more information regarding ongoing operations within the report.
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The Police and Crime Commissioner raised a concern in regards to a growth bid for a PCSO by Supt Steve Williams that was raised last year and now this year received a business case for an NGO officer as a recommendation from the Modern Slavery Thematic report. The Commissioner suggested utilising the PCSO fund received from last year to partially fund the NGO officer post. The Assistant Chief Constable will discuss this with the Director of Intelligence to see if this can be jointly shared with the Onyx team.

### **Serious Organised Crime**

The Police and Crime Commissioner advised that he has recently visited the ROCU Team and discussed the undercover operations and that it was nice to see that Titan have taken on one of our OCGs. The Assistant Chief Constable commented that there's a lot of collaboration work ongoing at the moment between the border police and rural crime team that Chief Inspector Ritchie Green is reporting on.

Action Action Log 332	Assistant Chief Constable to share report written by CI Ritchie Green.
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The Police and Crime Commissioner asked whether we had any County Lines offender's treated as victims that had gone into the NRMs system. The Assistant Chief Constable advised he will check on this.

Action Action Log 333	Assistant Chief Constable will check on numbers re County Lines Offenders treated as victims.
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HMP Berwyn is currently dealing with just over 200 members linked to an Organised Crime Group within the prison.

### **Child Sexual Exploitation**

The Police and Crime Commissioner asked if we can revisit the report due to the lack of information regarding CSE operations. The Assistant Chief Constable is happy to collaborate with how the Commissioner would like to see the report. Record as an action for ACC

Action Action Log 334	Assistant Chief Constable to include more information regarding CSE operations within the report.
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## Safer Neighbourhoods

The Police and Crime Commissioner raised knife crime and that he would like to focus more on the knife crime offences e.g. wounding's & assaults etc figures from the ONS show that we are recording the right data. Nationally North Wales are in a good position.

## 7 CHIEF CONSTABLE'S UPDATE

The Chief Constable wanted to make members aware that there is now an established Comprehensive Spending Review (CSR) group with Police and Crime Commissioner Jeff Cuthbert as our Regional Representative leading. It has been suggested that the funding formula will be examined alongside the CSR but there has been no announcement of this as of yet.

A proposal has been put forward from the Chair of the Finance Group that the funding of IT Systems should move from grant proportions to net revenue expenditure taking into account local council tax levels. The Chief Constable advised to keep a watch on this as the Met Police are still pushing for this proposal.

National Forensic work have received £30mil from the National Transformation Fund however the Chief Constables are not convinced that this will be good value for money.

There is a week being planned in the autumn regarding county lines and also a national process around county lines that will start imminently to support the deployment of the NCA and Regional Units to cover county lines.

More representation will be put forward to the Regional Partnership Board certainly from the Health Board's perspective. The Assistant Chief Constable noted that there is also now a Task & Finish Group set up as a sub group looking at the £100mil funding. The bids need to be finalised by September.

## 8 HMIC UPDATE

Data has now been completed for the next HMIC Peel Inspection April 2019. The National Thematic Hate Crime Review has now been received with the findings which were released last week. Only six forces were inspected but the review will be released as a National review. North Wales Police have been seen as good practice. Eleven national recommendations have been suggested within the review. An action plan has been generated and discussed with the Assistant Chief Constable which will be governed at Ops Committee.



North Wales Police currently show 37 recommendations being progressed on the recommendations register. (17 are specifically to Titan, 8 have been requested to close and 12 are Peel recommendations plus thematic recommendations).

## **9 CARE NOT CUSTODY**

T/Supt Dave Jolly highlighted the key points raised in the reports circulated within the agenda.

Firstly noting a reduction of number of young people coming through Custody. The data shown reflects the national picture and that the process is very mature. A concern/issue is that the regional forum has still not agreed so there are still six independent boards reporting on the Youth Justice System. The Chief Constable has asked the members of the Safer Communities Board to revisit this.

The Police and Crime Commissioner will be submitting an agenda item of Devolution of Youth Justice to the next National Criminal Justice Board to try and take forward.

There has been a reduction in the number of strip searches due to less detainees coming through the custody portal and a maturity of officers asking for strip searches based on threat, harm and risk. A lot of strip searches may also take place outside of a custody environment proactive policing by way of county lines offenders will have already been subjected to a strip search when detained.

The Use of Force in Custody has increased as shown by the data captured and scrutinised through the Force op's committee. The Police and Crime Commissioner queried the age groups and whether they are fixed. T/Supt Jolly advised that it is defined by HMIC. The Office of the Police and Crime Commissioner will also be scrutinising this through the Professional Standards Scrutiny Board meetings.

There is a lack of availability of secure accommodation within North Wales which has been shared through the Children's Safeguarding Board.

The low level use of section 136 is good news as the Mental Health Strategy is working well and also working well with multi agencies.

The Police and Crime Commissioner agreed for an update to come to SEB every six months.

Action/Decision Action Log 335	Add Care not Custody to the SEB agenda every six months with consistent numbers if possible.
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## **10 JOINT AUDIT COMMITTEE TERMS OF REFERENCE**

The Police and Crime Commissioner agreed the TOR.

## **11 ESTATES STRATEGY**

The Police and Crime Commissioner would like to note the use of Social Value.

## **12 NPAS**

A discussion was held concerning NPAS business case for 2018/19.

## **ANY OTHER BUSINESS**

The Deputy Police and Crime Commissioner raised Brexit and asked the Chief Constable a number of questions regarding North Wales's current position. The Chief Constable explained there are 32 policing measures that enable forces in this country to cooperate with European forces and intelligence services to deal with the risks.

The next key stage will be October 2018 when we should know whether we are given an implementation period for Brexit and policing measures. By March 2019 a plan will need to be in place to counteract the measures. The Force's lead on Brexit is the Head of Crime Services.

The Chief Executive Officer raised the Force Risk Register and the OPCC's visibility and scrutiny of the register following a discussion at the recent Joint Audit Committee and proposed the risk register be presented to the Police and Crime Commissioner at SEB bi-annually.

Action Action Log 337	Force risk register is to be presented to the Police and Crime Commissioner at SEB bi-annually.
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## **CLOSED SESSION**